

---

# Public Libraries

## MISSION STATEMENT

Montgomery County Public Libraries (MCPL) offers free and equal access to services and resources that connect the people of Montgomery County to ideas and information which sustain and enrich their lives.

MCPL's Vision: Our diverse community of lifelong learners finds Montgomery County Public Libraries to be an open, inviting and vital gateway to the information, ideas, and enrichment that strengthens our County. A diverse, highly qualified staff continually assesses community needs and interests to support, encourage and inspire our customers.

MCPL's Values: The Montgomery County Public Libraries believes in the right of all to learn and to grow. We value intellectual freedom, accountability, quality service, diversity, fairness, professional ethics, integrity of information and respect for our customers, our community, and ourselves. We are a learning organization that functions openly by exploring new ideas and using the collective talent, knowledge, and creativity of employees at all levels.

## BUDGET OVERVIEW

The total approved FY12 Operating Budget for the Department of Public Libraries is \$28,475,300, a decrease of \$475,070 or 1.6 percent from the FY11 Approved Budget of \$28,950,370. Personnel Costs comprise 80.7 percent of the budget for 167 full-time positions and 171 part-time positions for 288.0 workyears. Operating Expenses account for the remaining 19.3 percent of the FY12 budget.

## LINKAGE TO COUNTY RESULT AREAS

While this program area supports all eight of the County Result Areas, the following are emphasized:

- ❖ ***A Responsive, Accountable County Government***
- ❖ ***Children Prepared to Live and Learn***
- ❖ ***Healthy and Sustainable Neighborhoods***
- ❖ ***Vital Living for All of Our Residents***

## DEPARTMENT PERFORMANCE MEASURES

Performance measures for this department are included below, with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY11 estimates incorporate the effect of the FY11 savings plan. FY12 and FY13 targets assume the approved FY12 budget and FY13 funding for comparable service levels.

## ACCOMPLISHMENTS AND INITIATIVES

- ❖ ***Successfully implemented reorganization of departmental staffing and public service hours to meet resource reductions. In the process, the department enforced a consistent approach to staffing service desks and simplified branch scheduling and staffing procedures.***
- ❖ ***Feedback from 2009 Summit on Library Services validated the general direction of the MCPL Strategic Plan, which was extended through FY12 as a result.***
- ❖ ***The County's partnership with the Literacy Council of Montgomery County made possible the use of 53,401 hours of skilled volunteer time, valued at approximately \$1.17 million. These hours were used to tutor 1,218 learners in FY10, 953 in English as a Second Language, and 247 in basic literacy.***
- ❖ ***Served almost one million computer sessions, and participated in a national survey of library computer users ("US IMPACT" study) that showed that Montgomery County residents use MCPL computers for civic engagement, e-government, education, health research/decisions, employment, and social inclusion.***

- ❖ **Successfully established a campaign to get customers to switch to “Email notification” for their transactions, which saves paper and postage, and provided customers superior access to information about their library accounts and particularly checked-out materials or items placed on reserve.**
- ❖ **Improvements made to instant on-line chat capacity, added the capacity to assist in catalog searches when staff is available.**
- ❖ **Maintained a “3-Star” rating in the national Library Journal for 2010 (based on FY08 national data), equivalent to a ranking of approximately 15th in the nation among most public library systems with a budget of \$30 million or more in budget.**
- ❖ **Productivity Improvements**
  - **Exceeded 15% Paper/Printing/Mail/Postage Reduction Plan requirements, posting a 37.8% reduction in paper purchasing and a 25% reduction in overall expenditures for paper, mail, postage, and printing. Accomplished via change to post-card style holds notices, an active campaign to convince customers to switch to e-mail notifications, reduced label use and purchasing, supply purchase restrictions, centralization of program advertising, reductions to programming, and changes to other business processes.**
  - **Moved our program publication, “Check-Us-Out” to an on-line publication, with a minimal number of printed copies.**
  - **Established a new department routine of creating “Talking Points” for staff related to all major customer service changes and systemwide events. This saved staff time in individual transactions, and enabled a more consistent message from the department on each particular issue.**
  - **Laid the groundwork for use of program measurement data in quarterly branch status reports via data that will be placed on the Intranet.**
  - **Continue to use virtual meetings to increase staff productivity and reduce the resources necessary to hold meetings. Also utilized computerized training to reduce the time needed for in-person training sessions. This was used to support the training requirements for a major system upgrade in the department.**

## PROGRAM CONTACTS

Contact Eric Carzon of the Department of Public Libraries at 240.777.0048 or Bruce R. Meier of the Office of Management and Budget at 240.777.2785 for more information regarding this department's operating budget.

## PROGRAM DESCRIPTIONS

### Collection and Technology Management

The Division of Collection and Technology Management provides for the selection, acquisition, cataloging, processing, and delivery of library content and materials, including electronic resources. The division provides technology staff support to the branches and manages the department's information technology assets, including the circulation control system, Public Access Catalog, and public access to the Internet at more than 470 public computers and “Wi-Fi Hotspots” located at each branch.

The Division is responsible for planning the inclusion of new formats, and the evaluation of collections in relation to community information needs is also a primary function. Collections are purchased for English learners, as well as collections in Spanish, Chinese, Vietnamese, French, Korean, and Russian. The materials delivery service delivers new materials, customer requested items, and returned materials among MCPL branches and between several jurisdictions in the region.

<b>Program Performance Measures</b>	<b>Actual FY09</b>	<b>Actual FY10</b>	<b>Estimated FY11</b>	<b>Target FY12</b>	<b>Target FY13</b>
Circulation of library materials per capita <sup>1</sup>	12.36	12.53	10.53	10.77	10.40
Library visits per capita <sup>2</sup>	10.08	8.98	8.12	7.93	8.21

<sup>1</sup> FY11 circulation is projected to decrease based upon analysis of data from FYs10 and 11. FY12 circulation is projected to increase due to restoration of \$1 million in materials funding. FY13 circulation is projected to increase by 800,000; however, County population is also projected to increase in FY13, resulting in decreased library circulation.

<sup>2</sup> FY10 reflects the closure of Gaithersburg branch in May 2010 for renovation. FY11 and FY12 visits are projected to decrease based upon analysis of data from Spring/Summer 2010, and the closure of both Olney and Gaithersburg branches for renovation. FY13 visits are projected to increase due to the re-opening of the Gaithersburg and Olney branches.

<b>FY12 Approved Changes</b>	<b>Expenditures</b>	<b>WYs</b>
<b>FY11 Approved</b>	<b>5,654,360</b>	<b>22.0</b>
Enhance: Materials purchases to \$4.05 million	1,047,830	0.0
Decrease Cost: Reduction in Delivery Services Staffing	-87,760	-1.5
Miscellaneous adjustments, including restoration of employee furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	-95,000	2.0
<b>FY12 Approved</b>	<b>6,519,430</b>	<b>22.5</b>

## **Library Services to the Public**

Library services to the public are provided at 20 library branches, plus the Montgomery County Correctional Facility Library, the Noyes Library for Young Children, and electronically through the library's website.

Services available include:

- Circulation of library materials and management of customer accounts;
- Information services, including reader's advisory, research/homework assistance, questions about library materials, and questions about how to access information related to other government services (available in person, via the Internet, email, chat, and via telephone);
- Access to online reference information at library branches or anywhere with a computer;
- Early Literacy programs that emphasize to children and caregivers the skills and behaviors important for reading readiness;
- Facilitation of other programming done by staff, volunteers, or community organizations in a variety of areas of interest to the residents of Montgomery County;
- A variety of formally booked (via the Community Use for Public Facilities agency) and informally available meeting, study room, and table/seating spaces that support a wide variety of community needs including English language learning, basic literacy tutoring, academic and research pursuits, socialization, culture, education, and civic engagement;
- Public Access Catalog for access to the collection and online databases (also available 24 hours per day via the Internet);
- Access to hundreds of computers that are attached to the Internet and loaded with office productivity software;
- Internet access via Wi-Fi during open hours; and
- Automated phone and website renewal (24 hours per day, 7 days a week).

Library Services are available to all County residents, Maryland residents, and those working in Montgomery County free of charge. Customers use these services to help their children prepare to learn and grow; they contribute to an economically vibrant and vital community.

Materials and specific services are also provided to customers who have targeted information or materials needs or who require assistance or materials formats that differ from mainstream books and media. Some of these services include:

- New Americans, especially those new to English, and those who need to read materials in other languages - Collections in Spanish, Chinese, Vietnamese, French, and Korean are provided in selected branches. Language learning labs with specialized software, and volunteer English conversation clubs, which assist residents in practicing their English skills. Library staff are formally certified to provide services in several languages, to better assist residents with limited English proficiency.
- Incarcerated persons – The Montgomery County Correctional Facility Library provides law materials for inmates, as well as recreational and informational reading materials.
- Adult beginning readers – The Literacy Council of Montgomery County, which receives substantial funding from the County to conduct basic literacy and English as a Second Language support, provides tutorial services for adult beginning readers, which is complemented by adult beginning-to-read materials in many libraries.
- Persons with disabilities – All library staff are trained to better facilitate providing the information and reading needs of people with disabilities, their family members, caretakers, students, and service providers. Each branch has a basic level of equipment and staff training; and an enhanced focus on equipment, materials, and programming/outreach is provided at the Disability Resource Center at the Rockville Memorial Library.
- Economically vulnerable, new job seekers, socially vulnerable, the homeless – Libraries provide job and career development resources, assistance and help in navigating government services and providing information about the community.
- Children - Noyes Library for Young Children - This library serves as a systemwide resource and model library for early learning and early literacy.

Staff in this program also support the management of the collection at each branch, and contribute to the efforts of the Virtual Services branch in both the provision of content for the department's web page and contributing time to the Ask-a-Librarian phone, chat, and e-mail reference support services. Managers and staff in this program support system partnerships, outreach, and programming, and perform some of these activities within their specific communities.

<b>Program Performance Measures</b>	<b>Actual FY09</b>	<b>Actual FY10</b>	<b>Estimated FY11</b>	<b>Target FY12</b>	<b>Target FY13</b>
Information Questions Answered In Branches <sup>1</sup>	1,183,661	1,094,580	894,500	823,176	905,500
Internet/computer session utilization <sup>2</sup>	1,075,170	966,385	956,901	956,901	989,156
Number of items checked out (circulation) <sup>3</sup>	11,836,563	12,105,851	10,289,970	10,653,150	11,453,150
Number of library visits <sup>4</sup>	9,652,196	8,671,615	7,937,975	7,841,774	9,041,774
Percentage of Library customers satisfied based on the Library customer survey results <sup>5</sup>	96	96	75	75	80
Impact of Library services on community <sup>6</sup>	NA	NA	NA	NA	NA

<sup>1</sup> Questions answered are projected to decrease due to reduction in service hours (FY11) and the closure of Gaithersburg and Olney branches for renovation (FY11 and FY12). Questions answered is projected to increase in FY13 with the re-opening of Gaithersburg and Olney branches.

<sup>2</sup> FY11 and FY12 are projected to be lower based upon closure of the Gaithersburg and Olney branches for renovation and the reduction of library service hours. FY13 sessions are projected to increase with the re-opening of the Gaithersburg and Olney branches.

<sup>3</sup> FY11 circulation is projected to decrease based upon an analysis of circulation data from FYs 10 and 11. FY12 circulation is projected to increase due to restoration of \$1 million in materials funding. FY13 circulation is projected to increase by 800,000 due to the re-opening of the Gaithersburg and Olney branches.

<sup>4</sup> FY10 reflects closure of the Gaithersburg branch in May 2010 for renovation. FY11 and FY12 visits are projected to decrease based upon an analysis of data from Spring/Summer 2010, and the closure of both Olney and Gaithersburg branches for renovation. FY13 visits are projected to increase due to the re-opening of the Gaithersburg and Olney branches.

<sup>5</sup> A comprehensive survey was conducted in April 2008. The next comprehensive surveys are planned for April 2011 & 2013. Results are largely determined by customer satisfaction with materials, access to service hours, staffing levels, technology, and programs. MCPL anticipates lower satisfaction due to substantial reductions in all these areas.

<sup>6</sup> Under construction.

<b>FY12 Approved Changes</b>	<b>Expenditures</b>	<b>WYs</b>
<b>FY11 Approved</b>	<b>19,767,540</b>	<b>247.7</b>
Enhance: Aspen Hill Library staff	110,840	1.0
Increase Cost: Library Assistant I Positions	35,380	0.6
Increase Cost: Annualize Noyes Library	23,000	0.9
Increase Cost: Annualization of FY11 Operating Expenses	15,860	0.0
Decrease Cost: Decrease Management staff for Olney for renovation	-90,000	-1.0
Reduce: Information Service: Only Virtual Information services on Sundays; reduced substitute staff budget	-194,610	-5.1
Eliminate: Olney Staffing during renovation	-622,400	-7.5
Miscellaneous adjustments, including restoration of employee furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	-312,790	7.5
<b>FY12 Approved</b>	<b>18,732,820</b>	<b>244.1</b>

## **Administration, Outreach, and Support Services**

The Office of the Director oversees strategic planning and evaluation of services, policy development and direction, human resources and personnel, and financial management. The Office of the Director manages relations with the community, Library Board, local library advisory committees, Friends of the Library, and coordination with County government, as well as marketing the department's services. The Business Office manages administrative support functions, including contracts, budget, fiscal administration, revenues, payroll, and supply purchasing.

Public Services Administration oversees and supports the day-to-day operations of the library's branches, including the Virtual Services branch. The division is responsible for branch policy and procedure; customer service and program delivery for children, young adults and adults (including Early Childhood Literacy and Summer Reading); training; evaluation; grant development; community outreach; and volunteer services. The division develops the Department's Facilities Strategic Plan and manages facilities issues in coordination with the Department of General Services. Facilities issues include maintenance, as well as development and execution of the department's part of the County Capital Improvements Program. Public Services Administration directly manages the Virtual Services Branch, including the Ask a Librarian service and Interlibrary Loan. It provides several ways for customers to discover library resources and services, get questions answered, and view on-line library materials 24 hours per day, seven days per week and is responsible for development and management of the Department's website. The Interlibrary Loan service provides opportunities for Montgomery County cardholders to use materials from public library systems throughout Maryland, from out-of-state public libraries, and from academic and special libraries throughout the world. Public Services Administration and the Division of Collection Management have partner to provide technical support to the branches and to manage the department's information technology assets, including the circulation control system, Public Access Catalog, and Internet access. Planning for future information technology and the introduction of new services is an ongoing responsibility of those divisions.

<b>Program Performance Measures</b>	<b>Actual FY09</b>	<b>Actual FY10</b>	<b>Estimated FY11</b>	<b>Target FY12</b>	<b>Target FY13</b>
Cost per circulation <sup>1</sup>	3.24	2.99	2.81	2.66	2.64
Number of visits to the library's website <sup>2</sup>	3,207,000	3,472,400	3,472,400	3,472,400	3,472,400

<sup>1</sup> FY11 expenditures were reduced 23% from FY10, FY12 budget is 10% less than FY11. FY13 expenditures are projected to rise due to the re-opening of the Gaithersburg and Olney branches, however, circulation is also projected to rise for FY13.

<sup>2</sup> FY10 and beyond based on new Google Analytics report data from the Department of Technology Services. Actual data for nine months in FY10 was averaged over 12 months to calculate actual use.

<b>FY12 Approved Changes</b>	<b>Expenditures</b>	<b>WYs</b>
<b>FY11 Approved</b>	<b>3,528,470</b>	<b>21.2</b>
Reduce: Restructure Library Senior Management, Central Administration and Support Services	-225,400	-1.0
Miscellaneous adjustments, including restoration of employee furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	-80,020	1.2
<b>FY12 Approved</b>	<b>3,223,050</b>	<b>21.4</b>

## BUDGET SUMMARY

	<b>Actual FY10</b>	<b>Budget FY11</b>	<b>Estimated FY11</b>	<b>Approved FY12</b>	<b>% Chg Bud/App</b>
<b>COUNTY GENERAL FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	22,026,846	17,307,670	17,581,620	16,809,970	-2.9%
Employee Benefits	8,035,253	7,071,270	6,979,410	6,057,730	-14.3%
<b>County General Fund Personnel Costs</b>	<b>30,062,099</b>	<b>24,378,940</b>	<b>24,561,030</b>	<b>22,867,700</b>	<b>-6.2%</b>
Operating Expenses	5,320,068	4,472,140	4,226,860	5,485,310	22.7%
Capital Outlay	0	0	0	0	—
<b>County General Fund Expenditures</b>	<b>35,382,167</b>	<b>28,851,080</b>	<b>28,787,890</b>	<b>28,353,010</b>	<b>-1.7%</b>
<b>PERSONNEL</b>					
Full-Time	230	174	174	167	-4.0%
Part-Time	197	176	176	169	-4.0%
Workyears	384.9	289.3	289.3	285.5	-1.3%
<b>REVENUES</b>					
Library Holds Not Picked Up	0	10,000	10,000	10,000	—
Library Collection Agency	0	300,000	300,000	300,000	—
Library Lost Book Fines	62,375	78,000	78,000	78,000	—
Library Meeting Room Reimbursement from CUPF	9,087	12,000	12,000	12,000	—
Public Libraries: Retirement	2,622,212	2,813,430	2,813,430	2,813,430	—
Library Fines	1,347,357	1,070,000	1,037,220	1,037,220	-3.1%
Library Reader Printer Fees	597	600	600	600	—
Public Libraries: Operations	2,606,276	2,606,280	2,606,280	2,720,480	4.4%
Library Other Fees	1,986	0	0	0	—
Sale of Merchandise	0	6,000	6,000	6,000	—
Library Book Sales	43,908	40,000	40,000	40,000	—
Session Mgmt: Libraries	119,643	120,000	120,000	120,000	—
Miscellaneous	444,865	0	0	0	—
Coin Copier: Libraries	52,369	80,000	80,000	80,000	—
Federal Telcom Act of 1996	0	20,000	20,000	20,000	—
<b>County General Fund Revenues</b>	<b>7,310,675</b>	<b>7,156,310</b>	<b>7,123,530</b>	<b>7,237,730</b>	<b>1.1%</b>
<b>GRANT FUND MCG</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	31,721	60,930	83,370	88,040	44.5%
Employee Benefits	8,750	26,360	26,360	22,250	-15.6%
<b>Grant Fund MCG Personnel Costs</b>	<b>40,471</b>	<b>87,290</b>	<b>109,730</b>	<b>110,290</b>	<b>26.3%</b>
Operating Expenses	30,663	12,000	12,560	12,000	—
Capital Outlay	0	0	0	0	—
<b>Grant Fund MCG Expenditures</b>	<b>71,134</b>	<b>99,290</b>	<b>122,290</b>	<b>122,290</b>	<b>23.2%</b>
<b>PERSONNEL</b>					
Full-Time	1	0	0	0	—
Part-Time	0	2	2	2	—
Workyears	2.0	1.6	1.6	2.5	56.3%
<b>REVENUES</b>					
Area Access: Patron Access	52,290	52,290	52,290	52,290	—
Staff Development	10,736	0	0	0	—
Noyse Library Foundation Grant	0	47,000	70,000	70,000	48.9%
Parent-Child Mother Goose Program	1,427	0	0	0	—
Public Services Special Needs DLDS	181	0	0	0	—
Gates Foundation Opportunity Grant	6,500	0	0	0	—
<b>Grant Fund MCG Revenues</b>	<b>71,134</b>	<b>99,290</b>	<b>122,290</b>	<b>122,290</b>	<b>23.2%</b>

	Actual FY10	Budget FY11	Estimated FY11	Approved FY12	% Chg Bud/App
<b>DEPARTMENT TOTALS</b>					
Total Expenditures	35,453,301	28,950,370	28,910,180	28,475,300	-1.6%
Total Full-Time Positions	231	174	174	167	-4.0%
Total Part-Time Positions	197	178	178	171	-3.9%
Total Workyears	386.9	290.9	290.9	288.0	-1.0%
Total Revenues	7,381,809	7,255,600	7,245,820	7,360,020	1.4%

## FY12 APPROVED CHANGES

	Expenditures	WYs
<b>COUNTY GENERAL FUND</b>		
<b>FY11 ORIGINAL APPROPRIATION</b>	<b>28,851,080</b>	<b>289.3</b>
<b><u>Changes (with service impacts)</u></b>		
Enhance: Materials purchases to \$4.05 million [Collection and Technology Management]	1,047,830	0.0
Enhance: Aspen Hill Library staff [Library Services to the Public]	110,840	1.0
Reduce: Information Service: Only Virtual Information services on Sundays; reduced substitute staff budget [Library Services to the Public]	-194,610	-5.1
Reduce: Restructure Library Senior Management, Central Administration and Support Services [Administration, Outreach, and Support Services]	-225,400	-1.0
Eliminate: Olney Staffing during renovation [Library Services to the Public]	-622,400	-7.5
<b><u>Other Adjustments (with no service impacts)</u></b>		
Increase Cost: Restore Personnel Costs - Furloughs	361,270	10.2
Increase Cost: Library Assistant I Positions [Library Services to the Public]	35,380	0.6
Increase Cost: Motor Pool Rate Adjustment	16,590	0.0
Increase Cost: Annualization of FY11 Operating Expenses [Library Services to the Public]	15,860	0.0
Increase Cost: Help Desk - Desk Side Support	14,530	0.0
Increase Cost: Printing and Mail Adjustment	13,150	0.0
Increase Cost: SIRSI Contract	6,610	0.0
Increase Cost: Public copying-printing contract (Xerox)	2,300	0.0
Decrease Cost: Multilingual Pay Adjustment	-15,280	0.0
Decrease Cost: Verizon Point to Point T1 Replacement	-50,700	0.0
Decrease Cost: Reduction in Delivery Services Staffing [Collection and Technology Management]	-87,760	-1.5
Decrease Cost: Decrease Management staff for Olney for renovation [Library Services to the Public]	-90,000	-1.0
Decrease Cost: Retirement Adjustment	-95,570	0.0
Decrease Cost: Annualization of FY11 Personnel Costs	-323,990	0.0
Decrease Cost: Group Insurance Adjustment	-416,720	0.0
<b>FY12 APPROVED:</b>	<b>28,353,010</b>	<b>285.0</b>
<b>GRANT FUND MCG</b>		
<b>FY11 ORIGINAL APPROPRIATION</b>	<b>99,290</b>	<b>1.6</b>
<b><u>Other Adjustments (with no service impacts)</u></b>		
Increase Cost: Annualize Noyes Library [Library Services to the Public]	23,000	0.9
<b>FY12 APPROVED:</b>	<b>122,290</b>	<b>2.5</b>

## PROGRAM SUMMARY

Program Name	FY11 Approved		FY12 Approved	
	Expenditures	WYs	Expenditures	WYs
Collection and Technology Management	5,654,360	22.0	6,519,430	22.5
Library Services to the Public	19,767,540	247.7	18,732,820	244.1
Administration, Outreach, and Support Services	3,528,470	21.2	3,223,050	21.4
<b>Total</b>	<b>28,950,370</b>	<b>290.9</b>	<b>28,475,300</b>	<b>288.0</b>

---

## CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY11		FY12	
		Total\$	WYs	Total\$	WYs
COUNTY GENERAL FUND					
Correction and Rehabilitation	County General Fund	123,960	1.7	118,550	1.7

